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THE WHITE HOUSE
WASHINGTON

January 11, 1955

Honorable Allen W. Dulles
Director of Central Intelligence

Dear Mr. Dulles:

This administration is committed to establish and maintain a standard of public service which will be a real source of pride to our nation. Our success will depend upon the skill with which we use all the resources at our command. Of these, our human resources are by far the most important.

We must make sure that the people selected for government positions are men and women of integrity and devotion and competence.

We must also make sure that employees are trained to do their work in the most effective ways. We must create conditions which will help them do their best work, with the greatest satisfaction to the public they serve. We must continue to provide, and to improve, the means by which they can maintain and increase their competence in their work.

Training of this kind repeatedly proves its effectiveness in industry and in the military services. To establish clearly our intentions with respect to employee training in the civilian activities of the Government and to stimulate appropriate constructive action, a training policy for the executive branch has been formulated. A statement of this policy is enclosed.

I strongly urge, for the President, that you use this statement as a guide in establishing and conducting needed employee training in your department or agency.

Sincerely,

Philip Young
Philip Young

Attachment

THE WHITE HOUSE

January 11, 1955

EMPLOYEE TRAINING

Training and development of employees is an essential aid to efficient operation of the Federal Service and to attainment of its program goals. It is therefore the policy of the Executive Branch to plan and provide for training and development of employees as an integral part of its responsibility for the effective conduct of its affairs.

The head of each department and agency shall:

formulate and maintain a systematic plan of action for the development, training and effective use of his manpower resources, including periodic inventory of training needs and of progress in meeting them

stimulate and encourage employee development and training, both through individual self-improvement and through officially sponsored activities, to meet immediate and long-range service needs

see that specific development and training opportunities are provided as required to help employees at all levels perform their work in the best known ways and adapt themselves to changing program needs

make full use of existing training facilities and services within the Federal Government, including cooperation with and participation in appropriate interagency employee development and training activities.

The Civil Service Commission shall be available to provide consultation and clearing-house services to agencies in the planning and organizing of employee development and training, and shall from time to time recommend to the heads of departments and agencies policies which will strengthen and improve such activities.

The Civil Service Commission shall obtain from the agencies such reports on their employee training activities as it may require to enable it to inform the President on current Federal civilian training practices.

BY DIRECTION OF THE PRESIDENT:

PHILIP YOUNG